There have been several meetings with the executive team to analyze the recommendations of the workgroups. After completing a final detailed review, I am confident that the implementation of approved recommendations for the Spring 2021 supports our commitment to safety and improves our operations plan for students, faculty and staff. The safety analysis, cost impact, duration to implement and feasibility based on best practices is the foundation to adopting these recommendations for the Spring of 2021. Adding these approved recommendations to the Blueprint from the Fall of 2020 will enhance our goal for a successful Spring of 2021.

Until Thanksgiving all classes will be administered as they were offered at the time of registration. Safety measures for daily screening, contact tracing, isolation, quarantine, weekly testing and safety compliance remains in effect.

- Activity on campus until Thanksgiving
  - All safety plans and compliance measures remain in effect
  - All operations will remain open
    - If reduced hours of operation can occur, Executive Committee member will identify areas with plans for reduction in time.
  - Offices and day to day operations will remain on schedules
  - Residence Life will coordinate a systematic move out plan
  - Residence Halls will be packed and remain empty over break
  - Residence Life will create a winter housing plan
  - Registration will include additional classes and labs that were requested by the Deans
  - Advising will assist with residential students obtaining on-ground and HyFlex classes
  - Supply chain PPE will continue to be purchased
  - Logistics team will begin coordination/planning for Spring implementation of recommendations from workgroups
  - Analysis of residence life buildings to determine possibility of taking one off-line for the spring

After Thanksgiving until the completion of the Fall semester, all classes will be administered remotely. From November 24th until the beginning of the Spring 2021 semester, the campus is preparing to operate with the following logistics in place:

- Activity on campus after Thanksgiving
  - The campus will be closed for general student activities.
  - Offices and day to day operations will remain on schedules
  - Winter Housing will be available to specific groups identified by Residence Life
  - Admissions Tours and Athletics will be on schedules
  - Faculty access will follow Fall guidelines and requires daily screening
  - Research labs will follow Fall guidelines for faculty access
  - Academic technology training modules will be scheduled for faculty. (Requires daily screening)
  - Logistics team will begin implementation of approved workgroup recommendations
After January 1, 2021 until the start of the Spring semester, all classes will be administered remotely. The campus is preparing to operate with the following logistics in place:

- Plans to repopulate the campus for the Spring which include
  - All safety plans and compliance measures remain in effect
  - Installation of safety equipment and signage for additional classrooms identified
  - Offices and day to day operations will remain on schedules
  - Residence Life will provide a move in plan similar to Fall 2020
  - Admissions Tours and Athletics will be on schedules
  - Faculty access will follow Fall guidelines and requires daily screening
  - Research labs will follow Fall guidelines for faculty access
  - Academic technology training modules will be scheduled for faculty. (Requires daily screening)
  - Quarantining red states will begin before January 10th
  - Testing prior to residential students returning will be required no less than 14 days from date of return

The Provost will be sending the faculty and staff a detailed outline related to the modality and requirements for all classes being offered for the Spring of 2021. Academic recommendations were reviewed, and the Provost provided clarity related to the following:

- Class Scheduling and time blocks to meet accreditation standards
  - Double block schedules
  - Adding Fridays to schedules
  - Adding classes that are on ground only
  - Identifying classes that are critical to graduation
  - Which classes can’t pivot?
  - Additional Academic classrooms and labs needed that are not currently on our list of on ground spaces being used
- Plan to provide 35%-40% On-Ground/HyFlex course opportunities
- Updated plan for advising students for Spring 2021

The Vice President for Student Affairs in collaboration with members of the Executive Team will be coordinating plans to implement the following recommendations:

- Expanding locations for in person group meetings
- Developing virtual support groups
- Creating opportunities for face to face activities
- Developing Communication plans throughout the semester
- Updated plan for housing insecurity
- Expanding hours of operations for student services where needed
- Updated/additional staff for Quarantine, Isolation and Contact Tracing

The Chief Operations Officer in collaboration with members of the Executive Team will be coordinating plans to implement the following recommendations:

- Purchasing additional PPE
- CVC Machine Installation
- Improving mail delivery
• Improving resources in quarantine and isolation (toiletries, other)
• Update testing plan for commuters, student athletes and residential students
• Determining Spring Athletics competition schedules
• Developing Communication plans throughout the semester
• Evaluating/adjusting the Dining Service opportunities
• Coordinate operations plans with Barnes and Noble
• Implement critical lab equipment plans and maintenance plans with EH&S
• Providing additional PPE

The Chief Information Officer in collaboration with members of the Executive Team will be coordinating plans to implement the following recommendations:

• Refresh and perform deferred maintenance on existing equipment
• Enhance Dashboard
• Expand electronic signatures and approval processing
• Expand distribution of IT equipment were possible

There will be costs associated with the implementation of these recommendations. These costs have been defined as necessary to continue safe and best practices. Below you will see an outline of some of the recommendations that will carry costs to support the overall process.

• Classroom cleaning
• Research Lab support
• Marketing and Communications
• Training
• Deferred Maintenance
• COVID Testing
• Mail Delivery
• Equipment purchases
• Staffing for Isolation and Quarantine
• Developing Communication plans throughout the semester

Approved Recommendations:
- Expanding course options and add classrooms and labs
- Provide on-ground only courses in traditional classrooms with maximum of 15 (based on classroom size)
- Provide on-ground only courses in lecture rooms with maximum of 40 (based on room size)
- Create specialty spaces for small academic class offerings
- Develop a new cleaning plan to provide classroom cleaning between classes due to Spring 2021 schedule adjustments.
- Creating mentors and training program for faculty.
- Expanding hours of operation for needed services
- Continue safety plans from Fall including distribution of safety brochures and masks. Tents and staff will be stationed outside buildings to begin the Spring semester. They will set back up at week seven to reinforce and introduced safety plans to campus community.
- Improve mail delivery and pick-up
- Update testing program to include commuters and identified groups
- Finalizing COVID testing process
- Developing Winter/Spring marketing and communications plans